

TALENT MANAGEMENT MATURITY MODEL

November 2017



This work is licensed under a Creative Commons Attribution 4.0 International License.



Our talent management goal	<i>Talent management is how we develop a public sector with the diverse leadership & talent needed to make the biggest difference to New Zealand and New Zealanders – now and in the future. This includes high potential people being identified and developed at all levels, to be ready for future leadership & specialist roles.</i>		
Purpose of this maturity model	<i>Assist organisations to identify current strengths and gaps in their talent management practices. Provide a mechanism for prioritising actions to achieve the above objectives and continue to mature their talent management practices over time.</i>		
DIMENSIONS OF MATURITY	JUST STARTING	INTEGRATING	STRATEGIC
<i>Overall maturity level descriptor</i>	<i>Either talent management is not happening, or where it is, the organisation has just started.</i>	<i>Business value of talent management is recognised. Specific talent practices are being integrated with wider organisational processes.</i>	<i>Talent management is embedded as a strategic business activity, using practices and tools that are consistent with the wider public sector approach.</i>
Scope of talent management	The chief executive considers tier two leaders, then the executive team considers tier three leaders.	Senior leader talent management processes are consolidated into business as usual. Started to expand to next leadership levels, business groups and/or for key professions.	Talent is identified and developed across all leadership levels and for key professions across the public sector. People with strong potential are supported by their manager, and under active management of relevant Career Boards and other talent forums.
Leader engagement	Early adopters have been identified and are on-side. Talent management is built into executives' performance expectations. Chief executive is supported to have more informed discussions about agency talent at Career Boards.	The executive team is on board and they are now helping their people to use consistent processes with their own groups.	Leaders can demonstrate how talent management is critical to delivering business results. Leaders champion talent management as a core part of their role and actively support others to achieve their plans. Leaders are fully engaged and connected with the wider public sector.
Integration and alignment	Talent management has been 'launched' and is clearly linked to business-specific drivers. Leaders and participants understand why it is important, what it involves and how the process will run.	Talent management thinking/practices are integrating into related business cycles and people processes (e.g. performance and development planning). Leaders are seeing talent management as part of other business activities.	Talent management is integral to normal business cycles (e.g. strategic workforce planning, project scoping) as well as all aspects of the employee lifecycle. Practices are consistent with wider public sector approach.
Identifying and assessing talent	Individual conversations are held about aspirations, ability and engagement. A calibration process/session is held to give broader perspectives on capability, performance and type of potential for an agreed cohort of individuals. The dynamic talent map (9-box grid) has been used to guide the discussion.	A range of more objective data and consistent assessments (e.g. Leadership Insight) is introduced to round out understanding of talent and enable valid comparisons to be made.	Capability is deeply understood using objective and consistent measures, data and assessments to inform leader judgement. Sophisticated use of data and analytics and measurement is in place so that we can demonstrate the link between activity and outcomes from a range of assessments (e.g. Leadership Insight).
Talent development conversations	Simple tools and resources have been provided to assist people leaders to start having career and talent development conversations. They know the expectations of them and the reasons why these conversations are important.	People leaders have developed skills, mind-sets and some independence around having effective career and talent development conversations. More senior leaders are role modelling effective conversations and are targeting development towards future roles.	Career and talent development conversations are regularly held at all levels and are regarded as effective and meaningful by both parties. Individual development plans are targeted towards future roles in the short and longer term and actioned with regular tracking of progress. Conversations have a strengths focus and help people understand how they can best contribute.
Development and deployment opportunities	The dynamic talent map (9-box grid) is used to help leaders target development based on an individual's capability, performance and type of potential. Leaders start to invest resources (time, money, opportunities) where they will provide the greatest returns.	Leaders are deliberate about promoting development experiences and opportunities – within the role and externally. Leaders explore opportunities to proactively deploy talent between agencies and business groups.	Appropriate learning (on-the-job development, secondments, coaching, mentoring, formal programmes and cross-agency opportunities) is targeted towards the best strategic returns. Development and deployment actions effectively balance the needs of the individual, agency and system.
Succession	Critical roles have been identified for the organisation. Key people who we rely on for specific skills and delivery of priorities, and their level of flight risk, have been determined.	Organisational risk is being mitigated through identifying and developing a pipeline of ready successors to address key talent gaps needed now and for the future. Talent pools are created within the agency to meet these needs.	Leadership bench strength is managed strategically by leveraging talent from across the public sector. We are clear on strategic talent gaps and we identify and develop successors from across the system to meet these needs. Leaders that we identify and develop feed broad system talent pools to mitigate system risk.
Organisational culture	People know what effective leadership looks like in today's public sector (i.e. Leadership Success Profile). Leaders have started having open and honest conversations with their people about career and talent development.	Principles and practices of talent management and the Leadership Success Profile are integrated with wider organisational culture, e.g. customer centricity; agile and effective and collaborative teams; entrepreneurial and empowered people; excellence in delivery. Culture is moving from an individual leader's view of talent and development to one of collective responsibility and stewardship.	Talent management is 'how we do things around here' in our agency and the public sector. Consistent practice means people have a seamless experience through the employee lifecycle. People have visibility of, and access to, learning and development opportunities and know how to navigate careers across the public sector. Our culture is one of flexible and strategic deployment across the agency, public sector and beyond.
Diversity and inclusion	The benefits of diversity and inclusion have been defined for your organisation (the 'why') and what diversity & inclusion means. A picture of the current public has been presented (e.g. leadership cohort ethnicity and/or gender compared to public sector / NZ population) and a discussion held around where we want to focus our effort.	Engaged with diverse customer, staff & leadership groups to identify systemic barriers. Initiatives are being designed and developed which ensure equitable talent pipelines & opportunities. Up-skilling people leaders in unconscious bias (potential ≠ looks like me) and growing their ability to deal with diverse perspectives/personalities, e.g. intercultural competence.	Talent management has a diversity lens where practices are inclusive and integrate diversity as a norm. Identified talent brings a diversity representative of the New Zealand population. Differences are valued and seen as an advantage. Diversity is leveraged through a strong culture of inclusion and its value can be demonstrated.